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Long Beach will be a community of neighborhoods focused on youth and education, with safety and economic opportunity for all, and a responsive, accountable government, in a healthy, green environment.



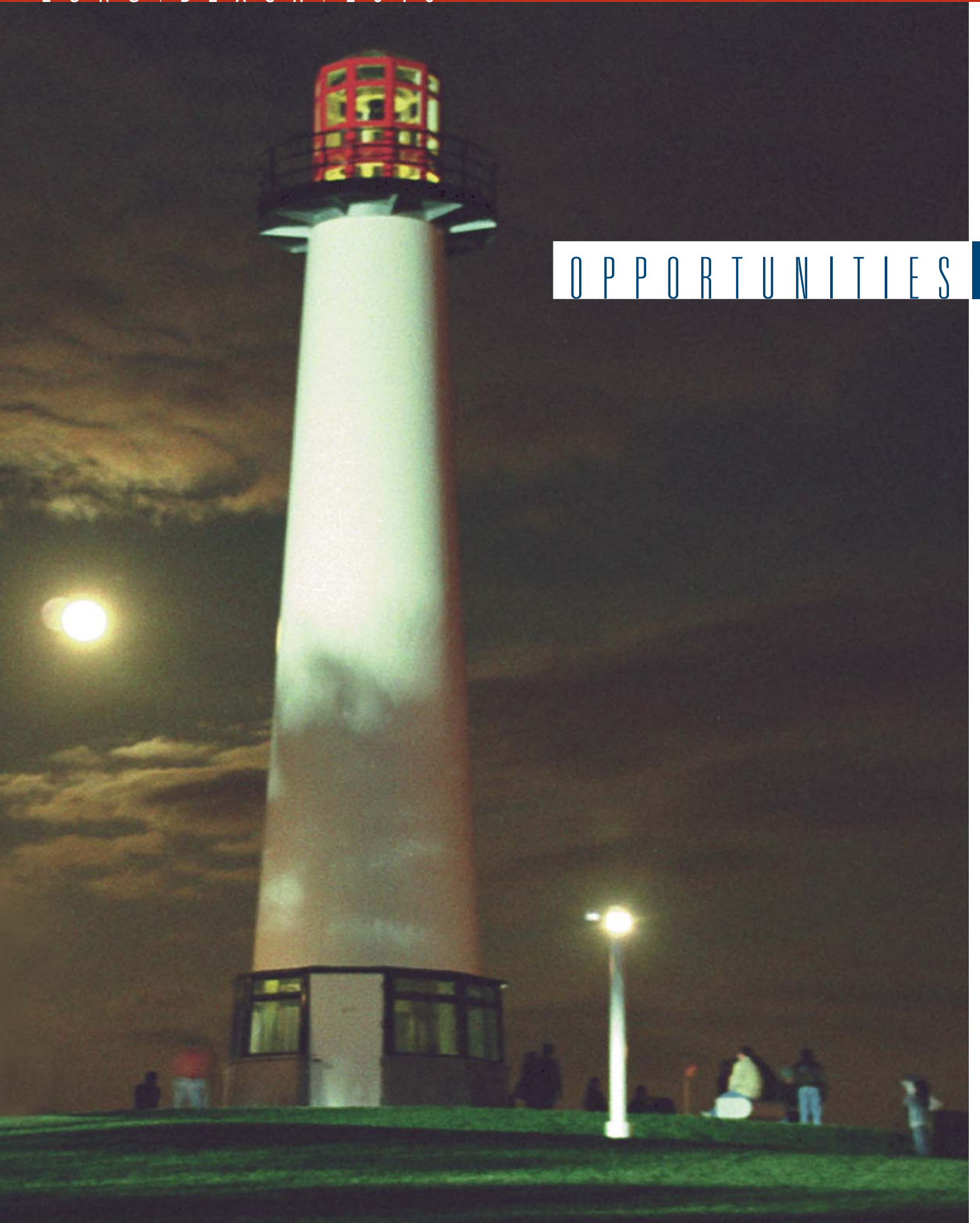
We have a new vision for the City of Long Beach—and a Strategic Plan in place to achieve it.

Long Beach will face unprecedented opportunities and challenges in the coming decade. In this fast-paced, rapidly changing world, we need to be smart, earnest, realistic, and compassionate in our planning for the future.

In September 1998, over 100 Long Beach residents, representing our neighborhoods, ethnic groups, business and education interests, and environmental and community organizations, joined with city staff to create a vision and plan that will guide our city to 2010. We began with a community survey that identified the key issues and concerns of our residents. After many community meetings, two public forums, and two years of work, we determined our essential vision: Long Beach will be a community of neighborhoods focused on youth and education, with safety and economic opportunity for all, and a responsive, accountable government, in a healthy, green environment.

Our Strategic Plan—now approved by the City Council—will help make this vision a reality by focusing on goals in five areas: neighborhoods, youth and education, safety, economic opportunity, and the environment. Technology will help link us together and improve the delivery of services. An implementation organization will be created to monitor our progress by developing a community scorecard and identifying needed civic initiatives. This is our vision of Long Beach 2010—a living roadmap showing where we want to go and how to get there.

OPPORTUNITIES



“This Plan seeks to effect a cultural change in our community. It aspires to forge new partnerships to create a sense of civic pride and involvement that is the necessary condition for civic improvement.”

— Doug Otto

Facilitator, Strategic Plan Task Force

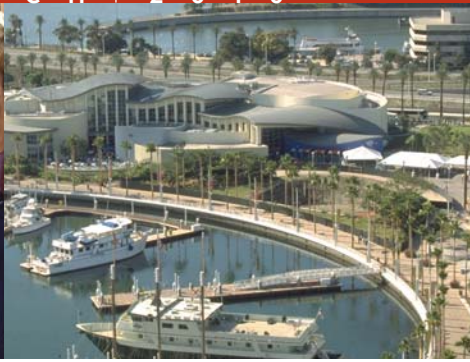
S AND CHALLENGES

In the years after its founding in 1897, Long Beach became known as a resort town of sand, surf, and sun. Early development of the harbor established our role as a strong player in international trade and a port of call for ships from throughout the world. In the 1920s, the discovery of oil added a new element to the economy and shaped our image as an oil town. During World War II, we became a Navy town and soon added aerospace as an important segment of our economy. After World War II, Long Beach was a stable and successful community. Then, beginning in the late 1970s, the city experienced the same sharp growth and immigration as the rest of Southern California.

Our first Strategic Plan, in 1986, recognized the city's tremendous growth in population and diversity and the need to broaden the economic base to provide the jobs and tax base necessary to manage this growth. It identified our oceanfront location as our most important resource, and focused on increasing international trade, revitalizing the downtown, and building the infrastructure necessary to restore our resort appeal.

Long Beach today has achieved much of what we set out to accomplish in that 1986 Plan. We have the largest container port in the nation and the combined Long Beach-Los Angeles Port is the third largest in the world. Our revitalized downtown is beginning to thrive with restaurants, retail, and new housing. We are recovering from economic recession, the loss of the Navy and the downsizing of Boeing. Our expanded Convention Center, world-class Long Beach Aquarium of the Pacific, and two respected art museums make Long Beach a destination point for visitors to Southern California from throughout the world. We have much to take pride in and much to build on.

But Long Beach continues to change. It's critical that we understand the forces now reshaping our city so we can recognize both our opportunities and challenges.



A Growing Population

Population change continues to have a critical impact on the city. Throughout our history, Long Beach has welcomed newcomers seeking opportunities on the western edge of the continent and enfolded their cultures, visions, and energy into a greater whole. Initially, migrants came from the United States heartland. During the past 25 years, immigrants have come mainly from Mexico, Latin America, and Southeast Asia. Many of these families are now in their second generation, and are increasingly important participants in our business community, educational institutions, political system, and cultural life.

Our city is projected to continue growing and to become even more diverse, adding about 33,000 people in the next ten years. By 2010, Long Beach is expected to be a community with a balance of four major ethnic groups: 36 percent Hispanic, 31 percent Caucasian, 19 percent Asian, and 12 percent African-American. This Plan will help us create a prosperous, livable community that can gracefully accommodate population growth and change, and provide an enduring sense of place.

Demand for Homes

Long Beach is a built-out city—little land is left for new housing or industrial expansion. As a result, new housing construction has not kept pace with population growth, resulting in a lack of affordable housing and severe overcrowding, especially in the central and southwestern areas of the city. In addition, home ownership has declined from 60 percent in 1960 to 41 percent in 1990. The increase in housing prices and rents make it increasingly difficult for many households to afford decent rental units or to purchase homes. As our community prospers, upwardly mobile residents may be forced to look elsewhere for quality housing unless we can meet their needs here in Long Beach. We need to confront the issue of quality, affordable housing in order to ensure our success as a community.

Education

Our educational system, too, shows the effects of growth and diversity. More than 38 different languages are spoken in Long Beach, straining the resources of the classroom. The public schools now enroll 92,000 students in schools designed to serve just 65,000. The School District is accommodating its 27,000 overflow students with portable classrooms, year-round schools, and busing. While educational achievement has been rising, Long Beach test scores remain below the statewide average. Young people with low achievement will be unable to succeed in our increasingly competitive, global information-based economy. Youth and education must be a focus of our plan for the future.

Needed Youth Services

A burgeoning population of children and youth, as well as an increase in the population of working parents, has left many youths on their own. Our parks, playgrounds, and libraries are crowded. Non-profit agencies and City departments offer some organized, constructive social activities for teens, but there is not enough. As a result, many youths are not realizing their full potential, not realizing the importance of belonging to a community, and are at risk for anti-social behavior. We must find the resources to encourage youth to engage in productive activities.

The Need for Economic Well-Being

While Long Beach suffered tremendous economic hits in the early part of the last decade, strong leadership and an aggressive economic development program have enabled us to rebound. Still, an above average poverty rate continues to affect our community. Partly, this is because the growth in employment has been disproportionately in lower paying jobs. In the future, economic growth needs to be measured not just in the number of new jobs, but also in the quality of those jobs. Economic well-being for the entire community can only be attained by developing a comprehensive business plan that provides the tools to allow Long Beach residents to help themselves and encourages job development in the new knowledge-based economy.

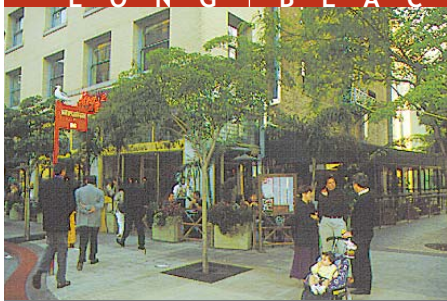
Enhancing Our Environment

Our identity as a city is closely tied to our rivers, wetlands, oceans, beaches and open space. Growth, however, may stress these assets. Our challenges are to overcome the potentially negative impacts of growth, to enhance the environment, and to add value to our neighborhoods and life experiences. This Plan recognizes those challenges and sets forth "sustainability" as the overall guiding principle to achieve our vision (see sidebar). The Plan creates the mindset necessary for a superb interconnected system of waterways, beaches, open space and livable neighborhoods. A healthy environment is the essential "soft infrastructure" of a successful and livable city.

sustainability

We have embraced "sustainability" as the basic guiding precept for our Strategic Plan. That means that we will meet the needs of the present without compromising the ability of future generations to meet their needs. It means that we will attempt to protect and restore our natural resources, not deplete or degrade them. It means that we will integrate goals to achieve the most successful and enduring outcomes.

A sustainable city is like a three-legged stool, with economic, environmental, and social legs equally supporting, providing the opportunity for a prosperous, healthy and dignified life for everyone.



a community scorecard will help monitor progress

Residents today want their government and leaders to be more responsive and more accountable. We need to develop a community scorecard to monitor progress toward meeting our Plan goals.

The community scorecard will keep residents informed, help ensure accountability, identify trends, promote quick response to emerging problems, and guide strategic choices. Scorecard information can be available over the internet to the entire community.

The scorecard may also become a model for other cities: this recommendation has led the prestigious National Civic League to select Long Beach as one of four cities nationwide to participate in a two-year study to develop performance measures for public services.

Our Strategy for the Future

As we strive to maintain and improve the quality of life of all our residents, our wonderfully diverse population offers new energy, entrepreneurship, and cultural opportunities. For Long Beach to be successful in the marketplace of Southern California cities, we need a new vision and a new strategy. Our challenge is to strengthen our neighborhoods, encourage local leadership and self-help, and attack the forces that lead to physical deterioration and social disintegration.

Implementing this far-reaching Plan will inevitably change the way the City does business and relates to its residents. The City's leaders, staff, neighborhood organizations, schools, businesses, not-for-profits, and religious groups will need to create collaborative partnerships more intense and committed than our city has ever seen before.

A Collaborative Implementation Organization

To accomplish our goals, we will need to develop a new, independent organization to advise the City and act as an "advocate" for timely implementation of the Plan. The organization will include representatives of neighborhoods, and the education, business, not-for-profit and religious communities. The group will help identify the public policy issues vital to the Plan's success and present them to our political leadership.

It will first be responsible for developing a "community scorecard" to measure progress on each part of the Plan (see sidebar). As necessary, the new organization can also develop new public policy initiatives and civic programs, forums, and communication projects that will aid implementation of the Plan.

Initially, this collaborative organization will need some City funding, but it is expected that business and foundation funding will help support the organization's program in the future.

And—Most Important—People

When the work of the community is done by the community, benefits accrue to individuals, neighborhoods, and the community at large. The key to Long Beach 2010 is that it was developed by representatives of all perspectives and interests within the community with a sense of optimism and civic pride. The new partnerships we are forging among our municipal corporation, neighborhoods, schools, business, and religious groups ensure it will be implemented in the same spirit.

Every resident and business can have an impact on the future—your ideas and your input will craft the decisions that affect your neighborhood and your city. This Plan creates new priorities, new approaches to governance, and a new consensus on the community that we want to be in the 21st century.

guiding principles

Our Plan has a set of principles to help steer us in the right direction and to serve as touchstones for our decision-making.



compassion

Our community cares about itself by caring for others. Our well being is the responsibility of the entire community.



community involvement

We commit ourselves to a continuous civic dialog to build community strength and self-sufficiency.



diversity

We value individuality, celebrating the uniqueness and diversity of our people.



justice

We create systems that strive to promote fairness and equity in government.



equity

We concentrate our resources—money, energy and time—on neighborhoods and issues that need them most.



integrity

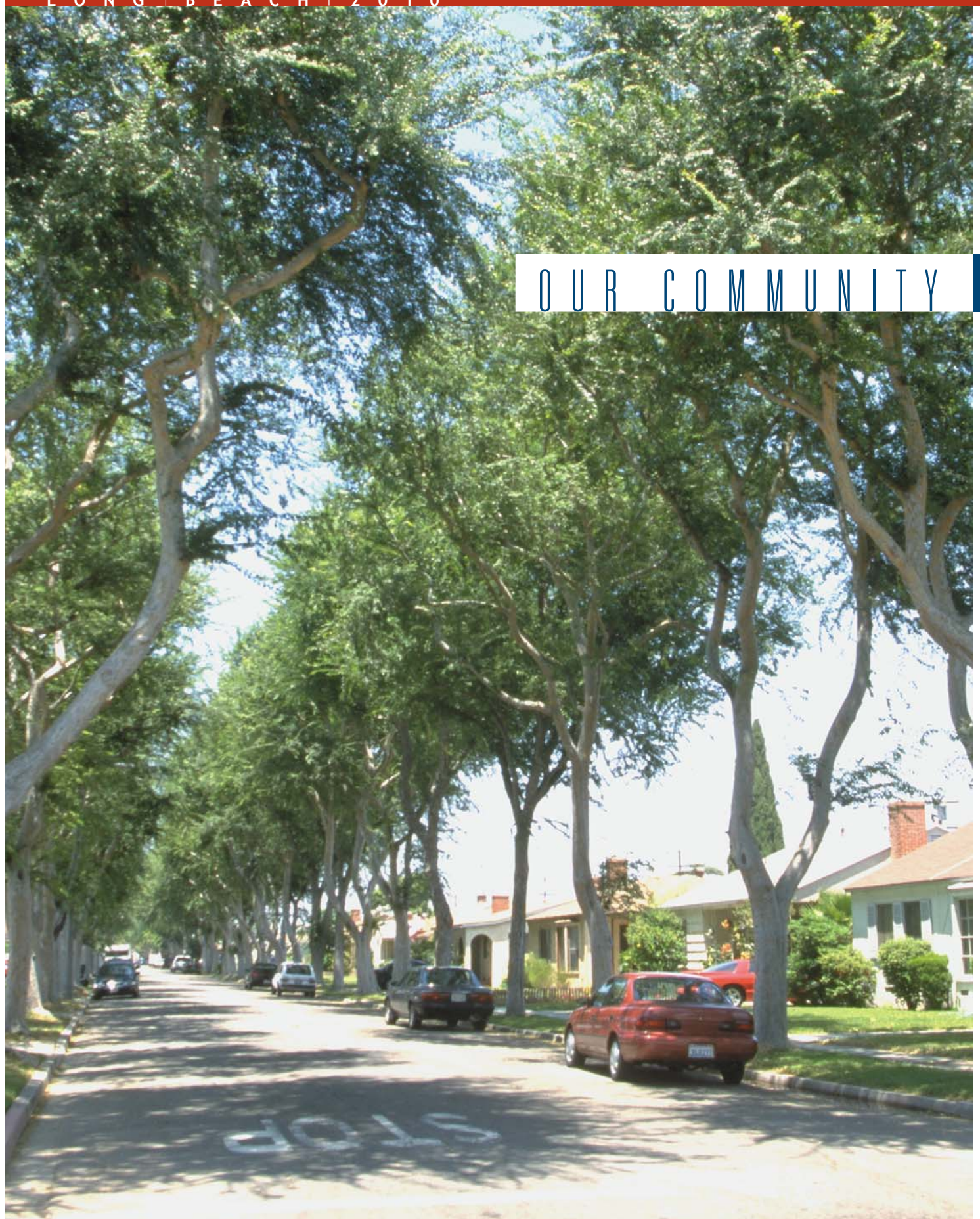
Our actions and decisions flow from these guiding principles.



courage

We expect from our leaders the courage to put aside parochial interests and to make decisions that best serve our entire community.

OUR COMMUNITY



“For decades the City’s primary focus has been the downtown and its need to be revitalized....Now it is time for the neighborhoods to be in the spotlight.”

— Jim Brophy

Chair, Neighborhood Development
Task Force

O F N E I G H B O R H O O D S

Restoring neighborhoods as the center of community life is the most important step the City of Long Beach can take to build a positive future.

Something deep within human nature needs to identify with a geographical area—a neighborhood—to help create a sense of belonging. One of Long Beach’s greatest strengths is its rich tapestry of neighborhoods: Belmont Shore, Bixby Knolls, Bluff Park, California Heights, Carroll Park, the Central area, College Square, DeForest Park, Drake Park, Los Altos, North Long Beach, Ramona Park, Rose Park, Sunrise, Westside and Wrigley, to name a few. Over the years, the quilt has grown more varied, with new neighborhoods in the downtown, the East Village, and the West End.

Many neighborhoods have already mounted efforts to strengthen their identities and to promote new connections and collaborations. Our challenge now is to support each neighborhood’s unique identity while aggressively working to halt urban decay and turn around deteriorating neighborhoods. In the end, we will empower residents to make their own decisions about priorities in their neighborhoods and to partner with the City, schools, and businesses to attain their goals.

Goal 1: Build a strong network of healthy neighborhoods

We will identify our neighborhoods, determine their assets and weaknesses, and form strategies to meet community needs by reallocating resources, forming partnerships, distributing services at the neighborhood level, and leveraging technology to make the most of scarce resources. Action steps:

- Establish a citywide network of neighborhood centers in public schools, libraries, commercial centers, and other locations selected by the neighborhoods to link people with government, public, and private resources.
- Set up a technological infrastructure to support a network of neighborhood technology centers in the neighborhood centers (see sidebar).
- Make public and private services, including health, medicine, education, day care, and sports and recreation, more accessible via the internet and at neighborhood centers.
- Enact neighborhood identity initiatives that use master planning, cultural programs, and signage.
- Decentralize City services to the neighborhood level, including decision-making, accountability, and coordination.
- Increase shared use of public facilities, such as schools, after hours.

Goal 2: Strengthen community leadership and collaboration and increase public participation

Leadership building is the heart of community building. With ever-scarcer resources, public and private organizations and community members must promote initiatives together. With more men and women working today, time is also scarce. But we can nurture leaders by expanding successful programs such as Leadership Long Beach and the Leadership Academy run by the Department of Community Development. Action steps:

- Develop more quality neighborhood associations.
- Encourage each City Council member to set up a council of neighborhood organizations within his or her district to help identify and address local issues and trends and to promote inter-neighborhood cooperation.
- Invest in leadership by developing programs to build leadership, including a citywide leadership academy.
- Foster programs and technological methods to help community leaders meet, network, and learn from one another.
- Make agendas, staff reports, and public hearings electronically accessible to increase opportunities for residents to participate in political decisions that affect their lives.

Goal 3: Celebrate the diversity of our neighborhoods and residents, using arts and cultural programs to build mutual acceptance

By 2010, Long Beach will be much more diverse in age and ethnicity. Our diversity is a source of strength, but with diversity comes the challenge of appreciating different viewpoints. To realize the benefits of diversity, we must consciously and concertedly create ways to break down ignorance about other cultures and generations. Bringing arts and cultural programming to the neighborhoods is an ideal way to increase awareness, acceptance, and collaboration. All the city's major organizations must participate—schools, churches, public agencies, businesses, and community organizations. Action steps:

- Enact a Diversity Plan for the city.
- Establish a new source of revenue to bring arts and cultural programs into every neighborhood, focusing on people working together.
- The National Conference for Community and Justice will spearhead the creation of a youth group to work on multicultural issues, including training in leadership and diversity.
- The PTA will reach out to parents of all cultural groups, developing and offering programs to increase multicultural awareness.
- The Public Corporation for the Arts will establish student programs to research family traditions among different ethnic groups, promote cultural respect, and share the information with others.
- Support cultural initiatives that promote understanding and tolerance, such as an international marketplace, a cultural awareness day, and multicultural appreciation activities.



- Actively implement the City's Human Dignity Policy, working with the Human Dignity Coordinator appointed by the City Manager, and show zero tolerance of hate crimes.
- Implement plans to meet the needs of the city's seniors, including health, safety, transportation, housing, and quality of life.
- Implement plans to meet the needs of those with disabilities, including health, safety, transportation, housing, and quality of life.

Goal 4: Support neighborhood efforts to create beauty and pride

Our neighborhood infrastructure is gradually deteriorating and a number of neighborhoods in central, downtown, and west-side of Long Beach are severely deteriorated. We need new public policy, infrastructure and land planning strategies to ensure reinvestment in our neighborhoods. Action steps:

- Improve neighborhood infrastructure: green spaces, median islands, streets and alleys, sidewalks, drainage structures, signage, curbs and gutters, parking.
- Eliminate illegal trash dumping by providing more frequent large-item trash pickups, additional drop-offs for hazardous materials, and increased penalties for illegal dumping.
- Set up a program for weekly alley sweeping and hold property owners responsible for maintaining alleys near their buildings.
- Establish Adopt-A-Street, Clean Street, and graffiti abatement contests in neighborhoods linking schools, students, parents, and businesses.
- Intensify code enforcement and increase staff to eliminate substandard buildings.
- Promote historic preservation and neighborhood appreciation.
- Implement a comprehensive program to "underground" utility lines.
- Educate neighborhoods about the ben-

efits of Property-Based Improvement District assessments to help improve infrastructure more rapidly.

Goal 5: Improve the quality and availability of housing

Home ownership in Long Beach is declining. In some areas, especially the southwest and central parts of the city that are home to low- and moderate-income families, housing is scarce and units are overcrowded. We will need to house 33,000 more residents by 2010. In order to improve neighborhood stability, we need to find locations for high density housing, where transportation and other public and private services can support it. Action steps:

- Update the Housing Element of the General Plan with special attention to overcrowding, home ownership, and affordable housing.
- Revise the Land Use Plan to allow increased density where it can be accommodated, particularly in Downtown and along major transit corridors.
- Increase home ownership to 50 percent, through assistance programs for first-time homeowners and others, construction of new for-sale units on infill sites, and replacement of substandard rentals.
- Provide remodeling assistance and develop joint projects with home-improvement contractors and retailers to improve substandard rentals and develop educational programs about home care for residents.
- Increase public investment in low-interest improvement loans for blighted neighborhoods.
- Address home ownership and rentals for people with special needs, through housing assistance, ownership programs, and renovation loans.

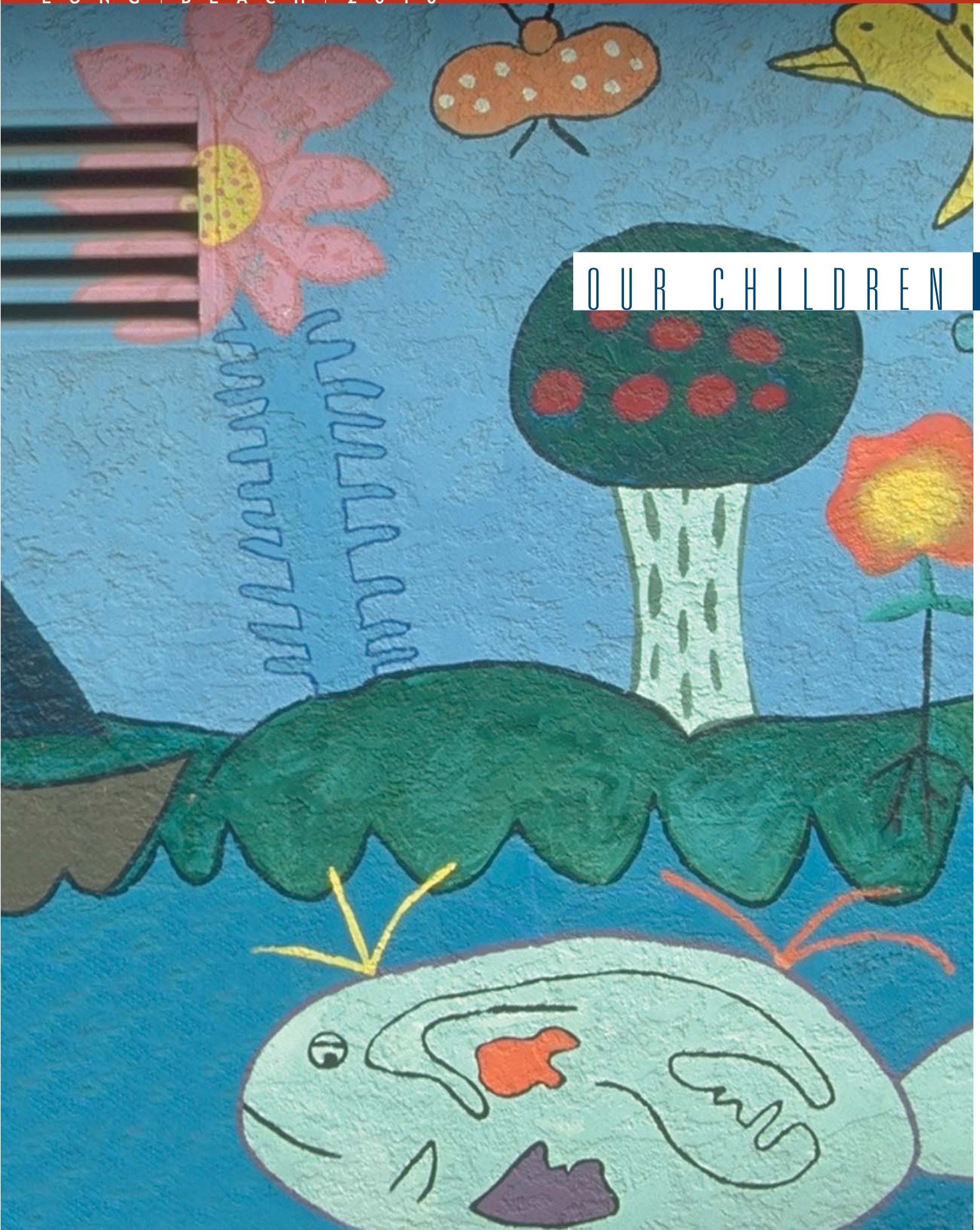
technology in the neighborhoods

Just like the infrastructure that came before it—canals, roads, railroads, and telephone networks—the new information highway expanding throughout our culture will radically change our society.

Long Beach can use this new technology to meet our goals for livable neighborhoods, sustainability, economic growth, and government accountability. We can include everyone in the use of high-speed, high-capacity, digital communication by creating a network of neighborhood technology centers located at community centers and other public facilities with communication and information processing facilities. The centers will:

- Give neighborhoods the tools to determine, prioritize, and communicate their needs directly to those responsible for delivering them.
- Help public and private organizations cost-effectively deliver services to neighborhoods.
- Help institutions provide telemedicine, distance learning, other social services, and commercial products directly to residents.
- Allow residents and businesses to comment on city issues, pay utility bills, apply for building permits or reserve athletic fields directly.
- Improve inter-neighborhood communication and cooperation. With this network, Long Beach can provide all residents with free access to today's information technology. Gaining the "intelligence edge" will yield huge benefits for everyone.

O U R C H I L D R E N



AND SCHOOLS

“Long Beach has clearly expressed its desire to make the well-being of youth a top priority. If we ensure the success of our children, the prospects for strong neighborhoods, a safe city, economic prosperity and a healthy environment will be far better. If we fail our children, none of our other goals will be realized.”

— Jean Egan,

Chair, Education and Youth Task Force

Many people believe that the overall health of a community can be measured in the way it treats its youth.

Youth in Long Beach face many challenges. One-third of Long Beach children live in poverty. The demand for childcare exceeds the supply by more than 10,000 spaces. Educational test results are below the state and national averages. Five Long Beach zip codes are among the state's hot spots for teenage pregnancy. Our youth programs and services need to be better coordinated among government and private providers.

In the next decade, we must create a city where children and youth of diverse backgrounds live in safe and nurturing communities, with access to comprehensive, culturally sensitive programs and services that make them healthy, happy and well-educated, preparing them to become successful, responsible, and contributing members of the community.

Goal 1: Maintain a citywide focus on improving the well-being of youth and families

We need citywide partnerships, oversight, planning, and measurements of Long Beach's efforts to improve the well-being of our youth. Action steps:

- Create a city Youth Commission with representatives from government and private agencies, which will develop a Youth Scorecard to monitor and evaluate the well-being of our youth.
- Form a working group including the Mayor, City Manager, School Superintendent, and representatives of nonprofit and religious youth service providers to address youth issues, including the maximum use of City and school facilities by youth.
- Increase the City's budget and staff for coordination of youth programs and increase the authority of staff to work in partnership with non-City organizations.
- Publicize available services for youth and families through newsletters, websites, and public media.
- Increase transportation options for youth to attend programs and services and work with Long Beach Transit to find low-cost providers.

Goal 2: Improve youth's physical, mental, and dental health

We must make sure all eligible children have health insurance and offer more services to those who do not. We must improve prenatal care, overall youth fitness and nutrition, and increase immunizations, while reducing teen pregnancy, disease, disability, and death among Long Beach's kids. Action step:

- Organize a collaborative effort among Long Beach and Los Angeles County government and community-based youth health-care providers, led by the Long Beach Department of Health and Human Services. Representatives of these agencies will coordinate their efforts to promote utilization and expansion of available healthcare resources and report progress to the new Youth Commission.

Goal 3: Make sure that every child enters school ready to learn

Research shows that early childhood experiences strongly affect how people function, from preschool through adulthood, so it is critical to ensure quality childcare and early childhood development. Action steps:

- Expand childcare training programs and increase the number of providers completing programs by 30 percent.

- Assign responsibility to the Childcare Coordinator in Long Beach's Department of Health and Human Services to create a citywide plan to provide quality childcare, including an employment registry for providers, and report progress to the Youth Commission.
- Seek funding for more Family Resource Centers and other community-based facilities that help pre-kindergarten children.
- Increase and publicize programs for children ages 0-5, offered by the Departments of Parks, Recreation & Marine, Library Services, and Health & Human Services.

Goal 4: Support efforts to increase the number of students meeting high academic standards

To ensure a bright future for Long Beach, we need high quality education for our youth. Our institutions must stay at the forefront of standards-based reform and "seamless education" from kindergarten through college. Action Steps:

- Continue Long Beach Unified School District's focus on high academic standards, communicate this focus to parents and students, and expand after-school tutoring to help students achieve these standards.
- Help the School District, Long Beach Community College, and California State University Long Beach expand their "seamless education" activities, including faculty-teacher collaboration, improved teacher preparation and advancement by School District students to higher education.
- Make sure educational institutions work with the City, the Long Beach Conservation Corps, and the federal Job Corps to help out-of-school youth complete educational requirements.



Goal 5: Increase youth engagement in productive activities

Constructive activities after school, during evenings, and on weekends increase positive behavior and development. We need to provide programs to more youth and improve the educational quality of programs offered. Action steps:

- Support and provide more funding for collaborative projects to enhance and increase after-school, weekend and off-track youth programs.
- Support and expand mentoring programs, encouraging older students to support younger students.
- The Office of the Mayor will hold an annual celebration of youth mentoring.

Goal 6: Increase involvement of parents (and other principal caregivers) in support of children

The loving involvement of parents and guardians is also an essential ingredient for a child's success and contributes to the community by fostering positive values. We seek to increase family programming, family support services and family-school-community partnerships.

Action steps:

- Provide the Childcare Coordinator additional staff to start a program to increase parental involvement with their children and report on progress to the Youth Commission.
- The PTA will evaluate parent involvement at every school and recommend parent/family involvement policies and programs to the Board of Education and Youth Commission.

- The School District will increase the number of community schools by collaborating with schools, parents, and community agencies.
- California State University Long Beach will incorporate parent-school-community partnering activities into its teacher-training program.

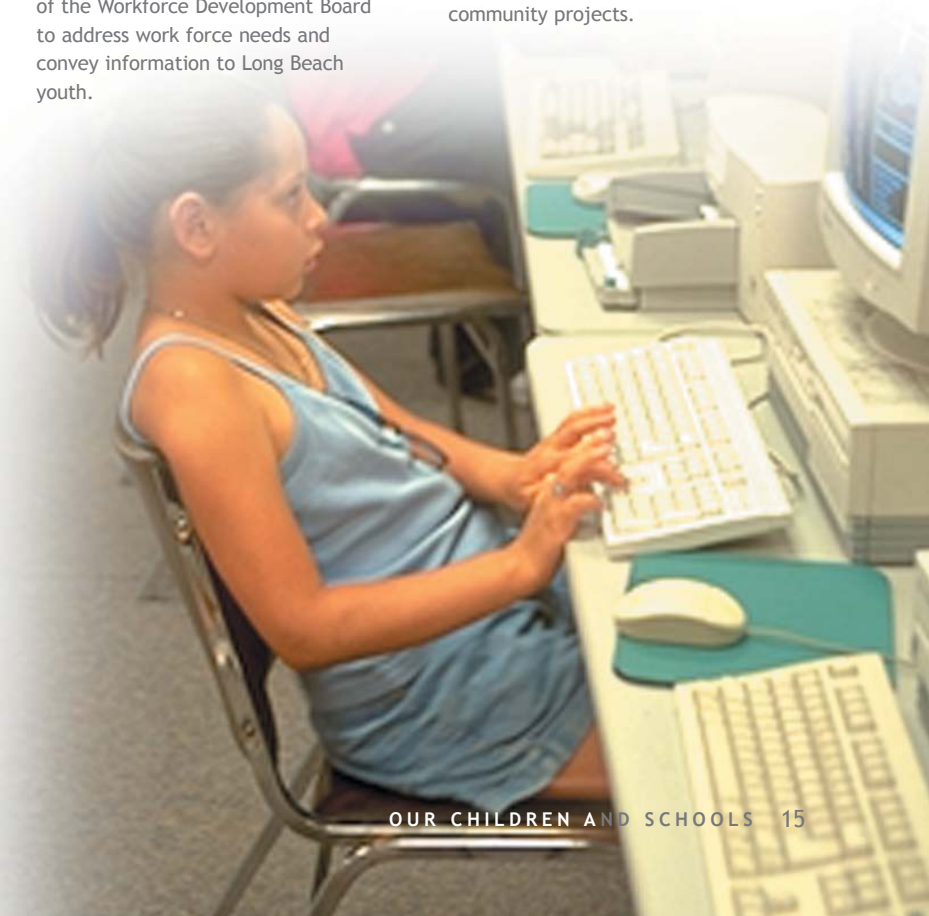
Goal 7: Increase youth readiness for jobs, college, and productive post-high school pursuits

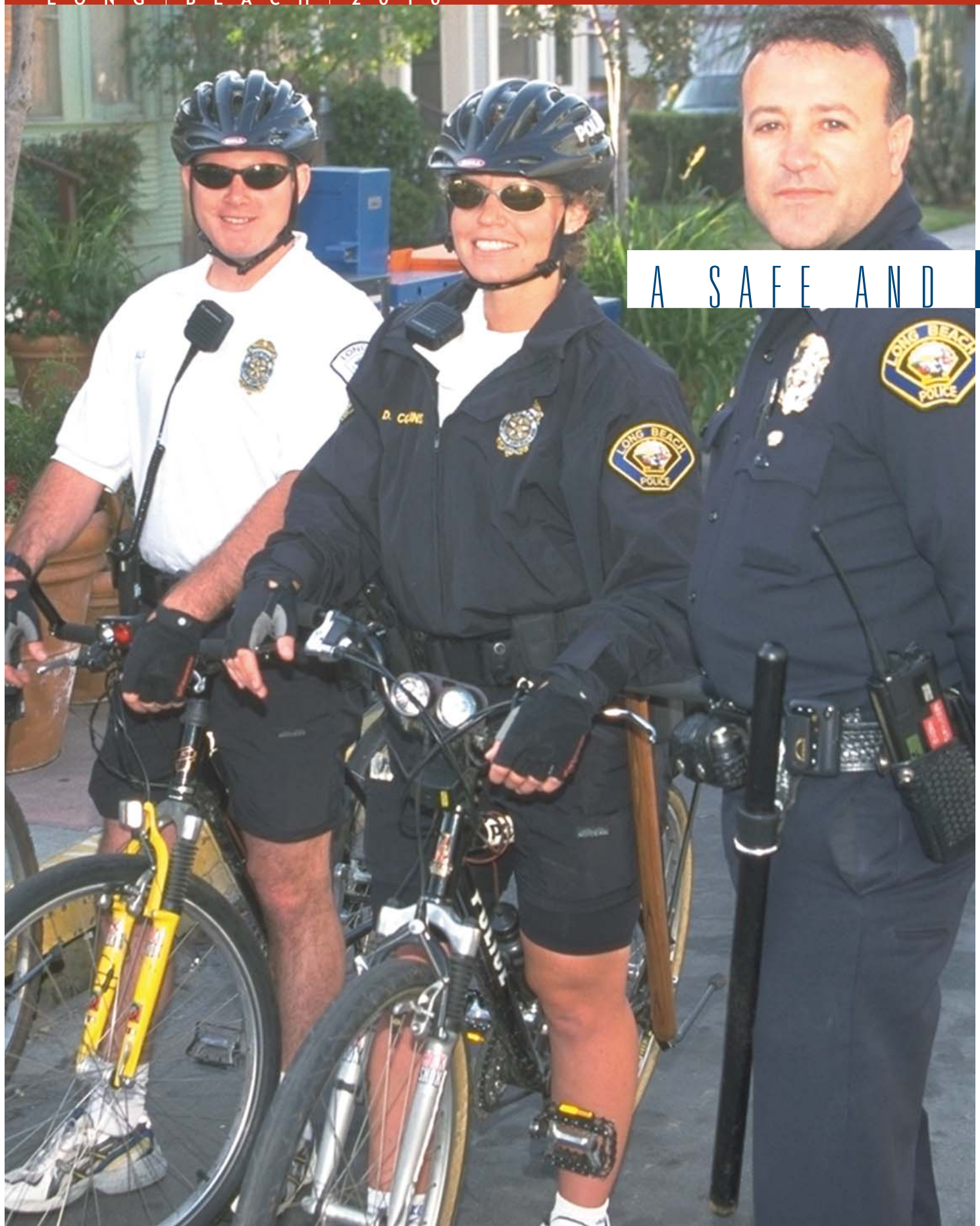
Preparing youth for adulthood is critical to our community's future. We aim to improve work force and college readiness skills, heighten career awareness, strengthen the connection between youth and the community and offer more services for youth facing special barriers.

Action steps:

- The Mayor will form a Youth Council of the Workforce Development Board to address work force needs and convey information to Long Beach youth.

- The Training and Employment Division of the Community Development Department and its partners will establish a state-of-the-art center for disadvantaged, at-risk youth, which will offer a full range of job preparation and support services.
- The City, its educational institutions, and the School-to-Career Consortium will augment their efforts to remove academic barriers to college entry, will provide incentives to educators, businesses, and students to increase youth work experience, and will increase the number of teachers who utilize service learning.
- The Long Beach Public Library will lead efforts to create a web-based registry of community service opportunities for youths.
- The City will conduct an annual "Service to Long Beach" celebration of citizens who have improved the lives of youngsters through community projects.





A SAFE AND



SECURE CITY

“To provide the highest level of safety for all residents, we need the active participation and support of both the City and our residents in community policing and fire safety programs, as well as nuisance abatement programs, code enforcement, and strong judicial response systems.”

— Connie Hamilton

Chair, Community Safety Task Force

In a great city, citizens are free to fully engage in the life of the community without fear for themselves or their loved ones. Public safety is the most important responsibility of any city government. In the community survey, crime prevention and public safety were the number one concern of Long Beach residents—nine out of ten residents believe that community police substations are critical for their safety.

Our vision of a safe and secure Long Beach builds on efforts by the Police and Fire Departments, whose community policing programs and strategic planning efforts have cut crime, increased efficiency, and implemented a customer-based approach to the delivery of services. We foresee more and more involvement by the residents of Long Beach in programs to control crime and improve the quality of life. With this approach, people will unite with public servants in mutual concern and respect to protect each other, our homes, and our civic spaces from crime, nuisances, and natural disasters.

Goal 1: Extend community policing to all areas of the city

Community policing fights crime by relying on a police officer's familiarity with a neighborhood, its residents, and its special problems and assets. The officer is visible in the community, working as a partner with residents and taking a problem-solving approach. Action steps:

- Make sure the police force keeps community policing as a core focus—through increased problem-solving training in the recruit academy and through ongoing training for officers about the special needs of the neighborhoods they serve.
- Maintain as many officers as possible on uniform patrol.
- Construct two new police substations in the north and east parts of the city, improve existing substations, and upgrade their technological network capabilities.
- Pursue funding to build one Long Beach Justice Center for all courts, prosecution, defense, and central police and fire services.

Goal 2: Encourage public involvement in safety

Community policing goes hand-in-hand with intense public involvement in safety issues. Crime cannot be prevented without citizen participation. Action steps:

- Police and fire departments will provide opportunities for public participation in anti-crime programs.
- Establish a room for community meetings on public safety and other issues in each police substation.
- Publicize anti-crime efforts and other crime information via the internet, newspapers, and other media.
- Provide alternative dispute resolution facilities and services in the neighborhoods.
- Establish fire station/school partnering and mentoring programs.
- Enhance the current Senior Volunteer program by expanding their duties.
- Ensure fire fleet readiness consistent with national standards.
- Encourage public participation in anti-crime efforts such neighborhood watch programs, business and apartment watch programs.

Goal 3: Increase the safety of Long Beach youth

The energy and creativity of our youth must be channeled towards positive activities and away from street gangs and other negative behavior. We must find ways for them to feel protected and productive. Action steps:

- Develop citywide strategies to prevent and respond to youth violence, balancing suppression, intervention, and prevention approaches.
- Increase the number of safe places and job opportunities for youth through collaborative efforts by the Department of Parks, Recreation & Marine, the Mayor's Faith Leaders for Youth, volunteer senior citizens, parents, and other adults at after-school and evening activities.
- Ensure the City's Gang Intervention and Prevention Program has enough staff and resources.
- Make guns less available to youth by assigning a City Council representative to the Municipal Gun Violence Working Group, nominating a participant in the Women Against Gun Violence Committee, and supporting gun control legislation.
- Encourage community service opportunities in the neighborhoods instead of incarceration as punishment for youth crime, when appropriate.
- Charge the Greater Long Beach Area Child Abuse and Domestic Violence Council with spearheading a collaborative effort to increase access to programs that prevent, intervene in, and educate about child abuse and domestic violence.



Goal 4: Maintain emergency preparedness

We expect our government to respond efficiently and effectively to disasters, whether they are natural or man-made. Emergency preparedness means three things: avoiding or mitigating disasters, staying prepared for them, and responding swiftly to disastrous events. Action steps:

- By December 2002, complete construction of the Emergency Communications and Operations Center to manage local disasters and serious incidents.
- Increase community-based fire prevention and disaster preparedness training in the neighborhoods and reliable state-of-the-art public safety communications systems.
- Implement interdepartmental terrorism preparedness training in cooperation with the Los Angeles County Terrorism Working Group.

Goal 5: Eliminate neighborhood nuisances

Safe neighborhoods increase community "ownership" and responsibility. Action steps:

- Provide and support enhanced programs to reduce homelessness, such as mental illness care, substance abuse interventions, and job training programs.
- Encourage a team approach among residents and the City for nuisance abatement and code enforcement.

- Establish drug-free zones near parks and other public facilities and increase foot and bicycle police patrols in areas of chronic drug vending.
- Promote greater awareness of the problems of violence, abuse, neglect, and exploitation of all citizens through the media and over the internet.
- Eliminate illegal vending, soliciting and panhandling.



ECONOMIC



O P P O R T U N I T Y F O R A L L

"The Plan is in place.

Now it is time for action.

**Economic opportunity for
all will be forged by
disciplined, coordinated,
economic development
decisions."**

— Charles Mason,

Chair, Business Growth and Workforce
Development Task Force

The forces of new technology, the global economy, and immigration are weaving a new economic and social fabric in Long Beach. As this happens, our city has the opportunity to emerge as a leading center of the new economy.

Less than 10 years ago, a number of factors—the Boeing downsizing, the closure of both the Naval Station and Naval Shipyard, and the state's fiscal crisis—shook Long Beach's economic stability. But we have emerged better positioned than most Southern California cities to compete in the 21st century.

Our strategy was to develop a more diversified economy, based on our community's strengths: trade, tourism, technology, and retail. These four elements became pillars of a new economic foundation for our city. Now, we can build on them—harnessing the new ideas and dynamic energy of our growing population and the entrepreneurs who are creating the knowledge-based economy.

Goal 1: Encourage business development based on our strengths

Long Beach must develop a “business friendly” reputation for aggressive, progressive, and fair business services. “Aggressive” policies are those that convince businesses to come to Long Beach. “Progressive” practices are those that are proven to help businesses succeed. And “fair” ways of taxing, licensing, and giving information are those that encourage businesses to locate and participate in our community with pride.

Long Beach already possesses the talent and creativity to prosper in the new global network—we should continue to build on the solid foundation developed in the last decade. Action steps:

- Develop a comprehensive economic development plan to be overseen by the Economic Development Commission.
- Complete the Queensway Bay Project and create other tourist attractions.
- Assemble teams of business leaders and City officials through public/private partnerships, such as Strategic Marketing Inc., to identify and attract new businesses and retain current businesses.
- Provide incentives for specific industries to locate in Long Beach: international trade, healthcare, knowledge-based technology, and other high-paying growth sectors.
- Use re-zoning and in-fill development to preserve and expand the industrial sector.
- Develop and lease Port facilities that make efficient use of Port land.

- Develop a strategy for land use at the airport that maximizes the economic return to the community.
- Implement policies and train staff to recognize the value of “business friendly” customer-service practices.
- Foster the local visual and performing arts to strengthen our city’s reputation as a regional art and cultural center.

Goal 2: Create a Work Force Development Plan to promote better jobs and wages

We need a skilled work force to attract and keep businesses and industry. That calls for education, training, and resources for all workers, including those with limited skills. Action steps:

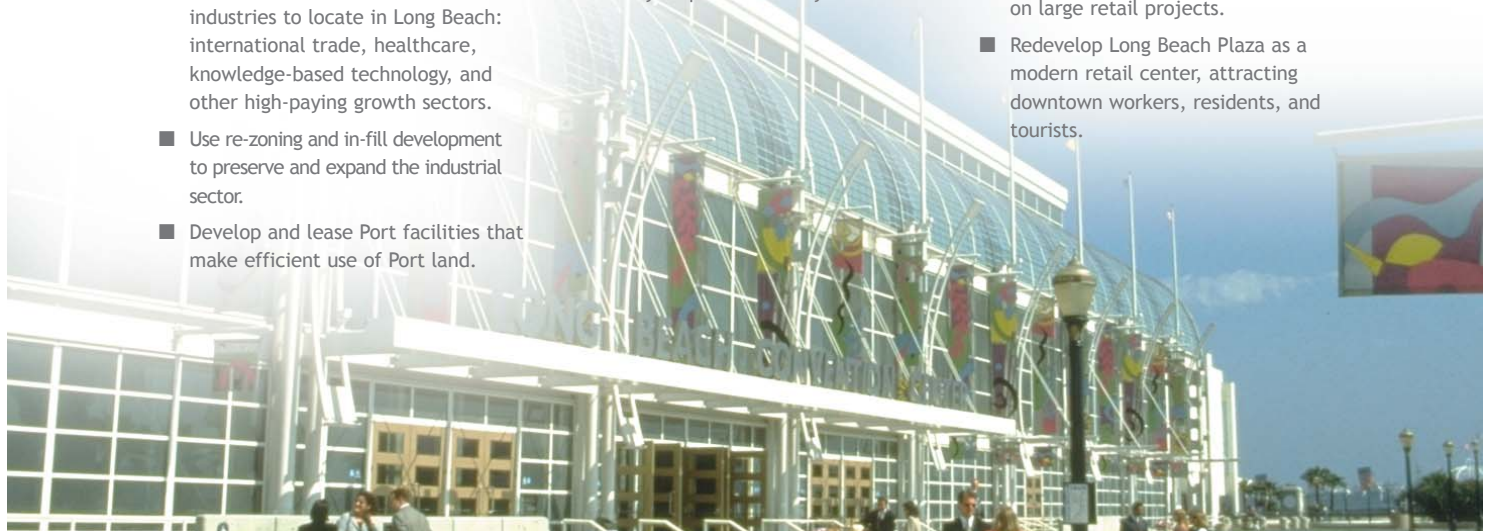
- Develop a collaborative committee of all workforce stakeholders to create a plan to meet these milestones:
 1. Cut unemployment in half within five years in areas of high unemployment;
 2. Increase the number of students completing core math and science classes by 10 percent each year;
 3. Increase computer literacy in all parts of our community by 25 percent; and
 4. Improve business satisfaction with work force development services by 10 percent each year.

- Provide training in all areas with skill shortages and develop qualified applicants for hard-to-fill positions.
- Provide accessible support services to everyone, especially the unemployed, working poor, and unskilled; evaluate service providers and eliminate those that are not effective.
- Develop mechanisms to assess workforce opportunities and industry groups that can create at least 10 training and employment pathways each year.
- Prioritize public funding according to return on investment.
- Assess a minimum wage and benefits requirement in contracts for City services in the context of the study of a marketization program.

Goal 3: Balance business growth and neighborhood needs

The need for business to expand can conflict with quality of life in our neighborhoods. But with new technology and cleaner industrial processes, business growth does not necessarily mean more noise and pollution. Action steps:

- Develop a citywide neighborhood plan for business development that ensures the quality of life in the neighborhoods.
- Revitalize shopping districts serving neighborhoods, rather than focusing on large retail projects.
- Redevelop Long Beach Plaza as a modern retail center, attracting downtown workers, residents, and tourists.



- Continue to strengthen the Pine Avenue and Promenade dining, entertainment and retail areas, linking them with the Long Beach Plaza and Queensway Bay developments.
- Expand Long Beach Airport business opportunities, but only within existing noise ordinances.
- Pursue the strategies in the 1998 Empowerment Zone application.
- Take a leadership role with the Southern California Association of Governments to address future airport capacity needs of the region—maintaining noise and environmental limits at the Long Beach airport.

Goal 4: Encourage small business growth.

The economy of the future will rely increasingly on innovative, small service businesses. These businesses, especially those started by more recent residents, must be supported by increased access to financing, planning, and customers to succeed in the new marketplace. **Action steps:**

- Use Community Development Impact Teams that combine City bureaus to coordinate efforts to assist small businesses in underserved areas and neighborhoods through the new neighborhood technology centers.
- Provide a system of support services to small businesses in targeted industries.
- Create non-bank financing and community development corporations to nurture inner-city businesses.
- Create physical and electronic business assistance centers at the neighborhood resource centers or other neighborhood locations (see sidebar).

- Study aging strip centers and commercial corridors for revitalization and expand the City's Façade Improvement programs.
- Coordinate business assistance services to existing commercial centers with property managers and real estate brokers.

Goal 5: Deliver needed City services and infrastructure to businesses in the most cost-effective manner

We need to establish a dedicated source of funding for City infrastructure repair and capital improvements rather than paying for deferred maintenance through moneys in the general fund. This will reassure businesses about our long-term stability and commitment to quality of life for residents and workers. **Action steps:**

- Establish a dedicated source of funds for infrastructure maintenance and capital improvements.
- Explore state revenue sharing based on population and economic activity and support legislation to distribute sales tax to cities based on population.
- Regularly review contract services.
- Expand services to other cities and towns for a fee.
- Continue the current policy of maintaining a stable budget with a reserve of at least 10 percent of the operating budget.
- Require the Economic Development Commission to provide annual data on the City's economic development performance.

technology and small business

A cornerstone of the Long Beach Strategic Plan is an envisioned network of citywide neighborhood technology centers, each containing up-to-date information technology—including hardware, software, internet and email access, and video and audio conferencing.

For workers, these centers will offer tools for training, job-seeking, and career advancement.

For youth, the centers will also offer employment and volunteer opportunities and job preparation resources.

For small businesses, these centers can provide one-stop assistance in training, business development, coaching, technical help, grant and loan information, and city, state, and federal requirements for specific industries.

A HEALTHY ENVIRONMENT



A S U S T A I N A B L E C I T Y

**“We are committed to
pristine waterways, beaches
and open spaces, raising the
aesthetics of our neighbor-
hoods and providing an
excellent outdoor experience.
Great things happen auto-
matically when you create
a healthy environment.”**

— David Sundstrom

Chair, Environmental Task Force

Long Beach is blessed with a wealth of natural resources: rivers, wetlands, ocean and beaches. Collectively, along with our open space, they help to define the physical identity of our city. Our stewardship of these resources helps to define our character and civic identity.

By setting high standards of environmental quality, we provide many benefits beyond enhanced aesthetics, human health, and quality of life. For example, states with high environmental standards have healthier economies than states with weak standards, according to a recent Bank of America study.

We believe that the future of our city depends on its being a desirable place to live, and that a healthy environment is an essential ingredient for a desirable Long Beach.

Goal 1: Become a Sustainable City

Our goal is to transform Long Beach into a sustainable city. Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. It also promotes a less obvious value: it encourages and compels us to regard one another as we plan our future together. Action steps:

- Establish a Sustainable City Board, with funding to develop a Sustainable City Program and a management position to serve as staff.
- Coordinate all City departments under the Sustainable City Program.
- Assign a multidisciplinary team of City leaders, staff, and community members to establish baseline data and benchmarks against which to measure progress.

- Use full-cost accounting (life-cycle analysis) for all decision-making.
- Evaluate City policies to ensure environmental responsibility in all contracts and purchases.
- Use financial incentives to motivate participation in sustainability initiatives.
- Educate the public about air and water quality issues, alternative transportation and the environmental impact of population growth.
- Develop Green Building Development Guidelines to ensure aesthetic and environmental compatibility of new projects.
- Collaborate with the Air Quality Management District, Regional Water Quality Control Boards and other agencies in regional efforts to reduce pollution.

Goal 2: Enhance open space

Open space is a precious resource in Long Beach. The open space we have is distributed unequally, and the amount per person will decrease as our population grows. Action steps:

- Provide for early notice to the public before any consideration is given to development of public open space.
- Convert city-owned parcels to green uses and buy former oil drilling sites for parks and habitats.
- Make it a priority to increase open space in underserved neighborhoods.
- Reduce paved areas at new school sites and convert asphalt to green space at existing schools.
- Encourage human-scale, pedestrian-oriented, mixed-use developments that preserve open space.
- Create an urban forest management program to increase street trees.
- Integrate Long Beach neighborhoods with the rivers and shorelines by developing vegetated linkages consistent with the Los Angeles River Master Plan.

Goal 3: Improve management of water resources and restore wetlands and riparian habitat

Two rivers, the Los Angeles and the San Gabriel, help define the western and eastern borders of our city and miles of beaches attract tourists, businesses, and local citizens. Open space dedicated to wildlife, especially our wetlands, provides a break from urban living. We need to pay close attention to the condition of these Long Beach resources. With more than 95 percent of California coastal wetlands lost to development, Long Beach must preserve and restore its remaining wetlands. We need to carefully manage our water resources to ensure our beach and river areas are accessible, attractive, and have acceptable water quality. Action steps:

- Develop a comprehensive beach, harbor, rivers, and wetlands master plan that improves recreational water areas while balancing recreational, environmental, and economic benefits.
- Develop collaboration between the City, the Aquarium of the Pacific, environmental groups, agencies, and upstream cities to eliminate pollution at its source, restore wetlands, and coordinate recreational opportunities along the rivers.

- Implement additional strategies to prevent pollution from entering storm drains and the ocean.
- As sources of pollution are eliminated, start phased cleanup of contaminated sediments.
- Identify funding sources to acquire more land for public use from sources such as mitigation for harbor expansion or storm water run-off.
- Work with the Cities of Seal Beach and Huntington Beach and the federal government to identify and purchase land for wetlands and bird fly zones.
- Regularly publicize ocean water quality via a range of media to increase public awareness and stewardship.

Goal 4: Improve air quality

Compared to the rest of Southern California, Long Beach enjoys good air quality. But continued growth threatens it, and we have concerns about the coke dust drifting from the Ports of Long Beach

and Los Angeles, as well as the pollution from trucks, buses, and cars. Action steps:

- Speed compliance with Air Quality Management District Rule 1158 and upgrade infrastructure to reduce dust emissions from the harbor area.
- Reduce emissions from School District and Long Beach Transit buses by converting to clean air technology.
- Utilize the Bicycle Master Plan to interweave cycling into new development and capital replacement projects.
- Coordinate with other jurisdictions in the air basin to establish air quality plans and implementation programs, particularly with regards to interstate and international commerce (aircraft, ships, trains and diesel trucks).